I INTRODUCTION

At the beginning of the year the Irapuato Migration Center operated under a temporary extension of the agreement between Mexico and the United States allowing recruitment to extend through January 15th, 1954. The formal treaty between the two countries had expired on December 31st. The only activity during this period was an enrollment of three "specials" for Eagle Pass on January 5th.

The Center staff consisted of six Americans, one Mexican bilingual secretary and one girl typist. The Mexican Government maintained its normal operating staff at the Center during this period.

On January 12th, a meeting was called in Guanajuato by the Administrative Officer of the Mexico City Office for the personnel from the Guadalajara and Irapuato Centers. At this time, all personnel from Irapuato, with the exception of the Center Manager and one employee not on an excepted appointment, were given 30-day termination notices.

From January 18th to 21st, the Center Manager was in El Paso attending a meeting on matters pertaining to the program of the Mexican Agricultural Migrant Workers and returned with orders for two employees to be sent to Eagle Pass and two to El Centro to help out with the newly initiated border recruitment, leaving the Center Manager, Assistant Manager and bilingual secretary to take care of the necessary office work and prepare for the closing of the Center.

The four employees ordered to the border reception centers left on January 23rd and three of them returned on February 7th after a period of two weeks' duty.

As of February 12th, all personnel were terminated, excepting the Center Manager and the secretary who stayed on, keeping the auxiliary office open. On February 27th the secretary was let go, leaving the Center Manager who was called in to Mexico City on March 7th for instructions covering the reorganization of the physical set-up of the program and the reopening of the migration centers.

The Irapuato Center was reopened on March 15th. The staff consisted of an Acting Manager, Transportation and Subsistence Supervisor and the Mexican bilingual secretary. The former Center Manager and three interviewer-escorts who had been stationed in Irapuato were assigned to other posts.

Since there was to be no control office in Mexico City under the new set-up, the Acting Center Manager was told he should deal directly with the railroad authorities in Irapuato when in need of transportation. However, before reporting for duty he went to see the traffic manager in Mexico City. He was told the railroads were so short of second class coaches that no special equipment could be alloted for bracero use, that men could be sent on the trains' regular second class cars and this would be authorized for a maximum of 100 on each train, the most that could be crowded on their daily trains.

On March 19th, 150 men were enrolled for the El Paso Reception Center and at this time a Mexican expediter was put on the payroll to help with the work. On March 29th & an American GS-5 interviewer-escort was added to the staff and the Mexican expediter was let go.

Shortly after the opening of the Center, requests began coming in from the reception centers for the enrollment of "specials". Finally on March 26th permission was received from Gobernacion in Mexico City to handle these "specials". Immediately, there began arriving large groups of these men to be enrolled and returned to the Eagle Pass and El Paso Reception Centers. In the case of men from the latter district, the groups were accompanied by association representatives. Along with the "specials" there were scattered open orders - mostly for tractor drivers, irrigators and ranch hands in Texas and for some vegetable workers in northern states.

As stated above, the limit that could be sent to each of the mentioned centers each day was 100 men. This arrangement went along smoothly until April 29th when a change in Gobernacion policy demanded that an open order had to be filled each day there was an enrollment of "specials" and then that 20 percent of such an order could be of "specials", i.g., if an open order of 100 men was to be filled, 20 "specials" could be sent. Prior to that date 57h had been sent on open order and 1,378 as "specials". At the time this went into effect, there were large groups of the latter on hand. However, as open orders came in slowly most of these became discouraged and left before they could be sent under this quota system.

Four new employees, sent as GS-5 interviewers were added to the staff during the month of July.

On July 21st, because of limited transportation from Irapuato, the staff was alerted to be ready to proceed to Durango to mopen the station there for a period of rush orders to take care of the Lower Rio Grande Valley cotton harvest. However, it was decided the emergency could be met by sending the American personnel to augment the Monterrery staff. One American employee remained in Irapuato to keep the office open and four employees left July 22nd for Monterrery, arriving at 12:00 noon, July 23rd. By July 29th orders lowered to a point where the regular Monterrey group could handle them and all returned to the Irapuato station.

Fall orders began coming from El Centro August 19th, and lasted through September 17th. In September demands from Nogales increased and men were sent there until October 25th. During this period operations reached their peak. For this run three Mexican expediters and five girl typists were added to the Center's staff. Also, two more immigration inspectors were sent, bringing that department's total to three.

II RECRUITMENT OF MEXICAN MIGRANT WORKERS

The Mexican authorities are solely responsible for the admission of applicants for screening. At the Irapuato Center this responsibility is divided between the Secretaria de Gobernacion for the National Government and the State Government of Gunajuato. The Governor of Gunajuato has been very favorably inclined toward the program and instead of limiting the number of workers to be called from his State, he has insisted that 50 percent of the enrollment be of men from Guanajuato. The rest of the aspirants are admitted by the Gobernacion representative who receives workers from the other Mexican states. (See Table I, Page 9, for geographical origin of applicants.)

The State of Guanajuato alone has always been able to furnish the men needed. There are from 20,000 to 30,000 workers listed and available on request within 24 to 72-hour notice.

A. Admission of Applicants. Men enter the military camp through a side gate. A public address system is used to call out the names of those to be admitted. In the case of men not from Guanajuato, their names are taken from certified documents collected by the Gobernacion representatives and arranged in chronological order. Men from the State of Guanajuato are admitted by the President Municipal of Irapuato who is the special representative of the Governor. Next year there will be a new Presidente and it is assumed he will continue to perform this function.

The Mexican Government also requires that each man be photographed for a photostat identification card. This is done prior to sending them on to the recruitment building. Once a man has his identification card, he is given another card with the Gobernacion representative's stamp (his permit for entrance into the recruitment building) and sent on to the post set up by the Army for inspection of military papers. (During the period of more or less constant recruitment, a pool of photographed men is kept on hand to avoid delay in filling orders.)

B. Gobernacion Representatives. During the 1954 season there was a heavy turnover of Mexican Government representatives. Following is a list of the men who were in charge and their length of time in office:

Although there were many changes, relations between the representatives of Gobernacion and the Center's staff were at all times cordial. At the beginning, during the months of April and May when there was a constant demand for tractor drivers, it was felt that more effort could have been exerted to fill the demand, but they did try and the principal difficulty was probably a question of supply. Aside from this mild criticism, cooperation from the Gobernacion office was at this time good and as the season advanced it improved to the point where it could be described as complete. During the rush season they did their utmost to fulfill requirements, even to the extent of varying their routine when it became necessary. For example, men were allowed to by-pass the photographic offices when they were needed in a hurry or others were admitted without documentation when the need exceed the number of men on their properly documented lists.

The representatives who have been in charge of the Gobernacion offices in Irapuato have given every indication that the Mexican Government is really trying to regulate and control the flow of its Nationals who go to the States as agricultural workers. The Governor of each State is given a quota each season by the Bobernacion office in Mexico City. Then there is a very definite procedure each man must go through to become properly eligible. He must have a certificate prepared by the Presidente of his Municipio (roughly comparable to a U.S. county). Such a paper is supposed to be prepared only for those who are farmhands, who do not own land, who are not members of ejidos (community farms) and who need to go for economic reasons. This certificate is then sent to the Governor of the State in which the man lives, who places his seal on it and returns it. As groups are called from the different states, each man presents his certificate to the Gobernacion representative at the migration center and waits until he is called to fill an order.

Of course, this does not work perfectly and many flock in without documents or before they are called. It does seem that great effort is being exerted to keep the supply regular and orderly to avoid congestion and its attendant hardships and social problems. Pleas are made regularly to the gathered group for the men not properly documented to return to their homes, and for those with documentation but who have not been called to return to their homes until they are needed.

This is being done in Irapuato and the Gobernacion representatives pay a great deal of attention to the weekly estimates put out by the reception center managers. They especially like orders such as are given by the El Centro Center where a week or ten days of orders are given in advance.

C. Military Service Requirement. Since 1942 Mexico has had a system of compulsory military service for all men who reach the age of 18. The first age group forced to comply with this law were those born in 1924. This system of compulsory military service was not well controlled until the advent of the 1929 age group, but nevertheless all who were born in 1924 and after must carry a cartilla, a certified military document stating that the bearer presented himself to carry out his military obligation. The Mexican standing army does not have use for all of this annual crop of young men so a lottery is held each year to determine their disposal. A certain percentage will enter the regular army for one year's active service. A larger percentage will be ordered to report each Sunday to the local military authorities in their area for a period of one year for drill and training. Some, of course, will be unfit for service. However, each youth carries this document stating in what phase he served or the reason why he was disqualified.

The Mexican Government demands that all men who are 30 years or less possess this document before being enrolled as braceros. (The first group eligible, those born in 1924, are now 30 years old). Gobernacion representatives are responsible for this and they have set up a post at the entrance of the recruitment building where army officers check each man. Those obviously over 30 are waves on but those about whose age they are doubtful must show birth certificates proving they are over 30 or their military papers.

The military authorities in Irapuato have been bery strict in this reviewing during the 1954 season, turning away a high percentage of men. However, although there were undoubtedly some unjust decisions, it is far better the have a man turned down before entering our offices than at the border. At the border he represents an investment of time and money to the Department of Labor to say nothing of the hardship suffered by the man himself in returning home at his own expense.

III SELECTION OF MEXICAN MIGRANT WORKERS

The selection division is the first contact the Department of Labor employees have with the aspirant. He is first of all given an orientation lecture; then interviewed by U.S.F.S. representatives; screened by I.M.S. inspectors; and finally, examined by the medical division.

A. Orientation Lecture. After the men have been examined by the military inspectors, they pass to the second floor of our recruitment building for admission to the U.S.F.S. interviewers. (See Floor Plan - Page 12).

Prior to coming before the U.S.E.S. interviewers, and while they are in the corridor awaiting admission (note picture below), the aspirants are given a complete orientation lecture by the Supervisor of Selection. He does this continuously during the day's operation, talking to them in groups of about 50 at a time.

In this lecture he informs them of the type of work they will be doing; place of work; wages that will be paid; type of weather to be expected and whether they must pay their own transportation or if transportation and subsistence will be furnished by the U.S. Government.

If they are to pay their own way, they are told the approximate amount of money needed and are informed of the time allowed for them to reach the border. If they do not have the money or cannot get it within 24 hours, they are asked to step aside and wait until they get the money or for an order where transportation is paid.

This practice of briefing the men before entrance to the interviewers was begun in 1953 and was given greater stress this year. It speeds up the interviewing process by enabling the interviewer to devote all of the interview time to the essential of deciding on the fitness of the applicants for selection as braceros.

Finally the Selection Supervisor instructs the men to have ready in their hands all papers that may be useful to the interviewer, such as completed work contracts, honorable mention cards, letters of recommendation from U.S. farmers, military service papers, birth certificates, etc.

C. U.S.E.S. Interview. The "heart" of the migration center's work is the interviewing process whereby bona fide farm workers are selected for admission to the States. This center has always stressed this phase of the work and all new men are given extensive training before taking part in actual interviewing.

Each trainee works alongside an experienced interviewer so that his work may be observed and finally he is put on his own with instructions to refer all doubtful cases to the Selection Supervisor until he becomes thoroughly familiar with interviewing practices.

Three of the four inexperienced men assigned to the Irapuato Center this year were thrown rather abruptly into selection processing by being went to Monterrey for an emergency period of temporary duty shortly after reporting to Irapuato. They were given as much guidance as possible under the circumstances and the selection during this period was not too difficult because only cotton pickers were being sent and no special skills had to be searched out. They all responded excellently.

Candidates wait in single file outside the interviewing room (See picture on Page 10) and are admitted by an expediter whose job it is to see that the men keep moving in a steady flow to the desks (Note picture above) without the interviewers having to signal or call for the next man.

This year the practice of having the men wear their hats while being interviewed was initiated. A genuine campesino has a distinct type of hat and a certain manner of wearing it that helps the interviewer in his selection.

As the aspirant approaches the desk for the interview, special attention is given to his clothing, manner of walking, or any other feature that might indicate whether the man is a bonafide farm worker or not.

An pertinent documents that the worker carries are examined and he is questioned as to his occupation and whether or not he has previous work experience in the United States. Particular attention is given to the Man's hands to see if they are accustomed to manual labor.

If the interviewer is convinced that the aspirant is a genuine <u>campesino</u>, he initials his route slip and writes the man's mame on it. The applicant then takes his place in line and is questioned by the I. & N.S. representatives seated directly behind the U.S.E.S. men.

A rejected man is sent back to the entrance and escorted outside the building by a soldier guard.

The insistence of the Governor of Guanajuato that 50 percent of the men enrolled be from his state makes it easier for U.S.E.S. selection. While there is some industry in this area, the State is principally devoted to agriculture, thus providing a huge supply of campesinos. Because it is a rich agricultural state with vast arable lands and plenty of water, its agricultural workers are usually employed full time in this pursuit. They know something of nearly every type of farming, unlike those who come from other states who spend but a month or so in their corn fields and the rest of the year working on the highways, in the mountains gathering wood, or in other non-agricultural activities.

Some four or five thousand men from the State of Guanajuato were dispatched to Monterrey to meet the emergency demand in the Lower Rio Grande Valley in July of this year. Many of these men did not complete their contracts.

Some did not do so because it was too hot and living conditions were bad. Others were returned at night by the farmers and because of lack of personnel on duty at the reception center were allowed to pass over the border without having their contracts canceled.

A large number of these men began turning up at our offices for enrollment in September. Because of the aforementioned conditions, no hard and fast rule was laid down to decide these cases, but an attempt was made to judge each individually.

If it was felt that a man did not complete his contract because of indifference to contractual obligations, me he was turned down. If there were mitigating circumstances such as previously mentioned, he was passed. Because in dealing with humans there is always room for error, some injustices may have resulted. We tried to be as fair as possible, but at the same time insisted that respect for a contract must be observed at all times.

During the course of the season's activity 22,500 men were interviewed. Of these, 21,379 were passed. The percentage of rejects by U.S.E.S. was h.98 Percent.

D. I. & N.S. Interview. The Immigration and Naturalization Service of the United States provided the Center with from one to three inspectors during the past season.

I. & N.S. men are concerned with passing those who are admissible under the U.S. Immigration laws and to eliminate those whom they feel might not fulfill their contracts. Although they respect a completed contract, they do not automatically pass a man who carries one, for he may not be satisfied to be sent to an area less favorable as to conditions and wages. For example, a man carrying evidence of having completed a work contract in California will be questioned very carefully as to his desire and satisfaction about going to a point in Texas. However, there was little difficulty in this respect in 1954 for most of the men from Irapuato were sent to California and Arizona.

08.9

The cooperation of the I. & N.S. representatives sent to the Irapuato center was excellent. All of these men came from the El Paso district and there was never any problem of adjustment or friction. They worked in closest harmony with the U.S.E.S. group. In fact, the spirit of helpfulness went beyond their official duties. After the interviewing was completed each day, these men voluntarily assixted in the processing work remaining to be done and would come to the office after hours to help stamp forms 345 for the next day's order. Their reject percentage was very low; a credit to the type of bracero admitted to the Center and perhaps an indication of the confidence felt in the U.S.E.S. interviewers.

During the processing season the I. & N.S. service interviewed 21,379 aspirants. 142 of these men were rejected for a percentage of 0.63%.

E. Photography. Braceros who are sent to El Centro or Nogales have a photograph attached to their forms 345 for positive identification when they arrive at the border.

After the men are passed by the Immigration representatives they go directly to the photographing station. The contractor has set up a system whereby four men are photographed at a time. (See picture on following page.) A numbering system is used and the number that appears on a man's photograph is stamped on his route slip. Later, the number is placed on his Form 345 and, when the pictures are developed, the correct picture is easily found by matching the numbers.

The contractor who provides this service has been with the program for three seasons and has perfected his operation until there is no time lost in waiting for pictures.

By the time a bracero has passed through the remaining phases of the processing, the negatives (4 pictures at a time; 8 on a negative) have been developed and the finished picture is ready for attachment to the form 345. The contractor has purchased special equipment for this purpose which he leaves in the recruitment building, ready to provide us with service at any time.

F. Medical Examination. An important step in the selection of braceros at the Center has been the work of the doctors in selecting candidates who could withstand the demands of active farm work. In addition to providing men who measured up to certain physical standards, the medical staff is also responsible for rejecting men with contagious or infectious diseases.

One doctor holds the medical contract for the Center and ruing heavy runs he has three other doctors to help him. The contractor's cooperation has been excellent at all times. He arranges his other work so as to be able to report for recruitment at any time, no matter how small the order may be.

The principal reject reasons resulting from the medical examinations are: heart ailments, hernias, varicose veins, hemorrhoids, parasitic diseases, venereal diseases, defects of the eyes, ears, or throat, pinta, general physical debility, etc. It is the impression of the Center personnel that an excellent examination is given.

The men are dusted with DDT powder as a hygienic measure before leaving this station.

The medical staff rejected 990 of 21,237 men examined in 1954. The examination cost was two pesos per man for a total of \$39,119.00 pesos for the season. The medical contract fee was raised from one to two pesos on July 1. 1954.

IV PROCESSING OF SELECTED WORKERS

- A. Vaccination. Four nurses do the vaccinating of the braceros after the medical examination. They work in alternate groups of two. That is, two will work in the morning, then the other two in the afternoon. On July 1, 1954 the contract for this service was raised from 20 centavos per man to 40 centavos.
- B. Typing of 345 Forms. After being vaccinated the men are brought downstairs (see Floor Plan, page 12) to receive their forms 345 and have them filled out. Prior to receiving his form 345 the man is measured and asked his weight. The data are placed on his route slip.

When he meaches the desk where the forms 345 are given out he presents the route slip. There the serial number of the form 345 is stamped on his route slip for matching purposes. If he is going to El Centro or Nogales the number of his picture is taken from the route slip and placed on the 345. (This is done to facilitate the rapid selection of pictures which are laid out in numerical order at the final station.)

As each man is handed his form 345 he proceeds with this form and his route slip to await his turn to have the 345 filled out. Girl typists fill out these forms (see picture at left) with the man's name and address, his beneficiary's name and address, the date of enrollment and his height and weight.

If the man is going to California or Arizona the number of days he is permitted to reach the border is also noted on the 345 form.

C. Fingerprinting. This station receives the men with their forms 345 filled out. Here the print of the right thumb of each man is placed on the original of this form (see picture at right) and he is sent on to the next station.

D. Distribution of Completed 345 Forms. When a man reaches the table at this station he is relieved of the route slip and 345 form. The former so that it may not be used over again and the later for distribution and the affixing of the identification picture (if needed). The original and the two copies of the 345 form set are separated and placed in three different boxes while the man waits in line to receive his completed form.

This process is usually handled by two people if identification pictures are to be attached, one receiving and separating the sets and placing them in the order of their serial number, and the other attaching the pictures to the originals. One copy goes to a typist for making up the manifest lists and is later placed in the Center's files. The other copy is kept until the end of the day's run to be given to Bobernacion for their files.

The original of the form 345 is then reissued to the individual. His first name and father's surname are called out and he must respond with his mother's surname (both of these appear in the Mexican style of writing names); if all the data are correct, he receives the document. If there is an error, it is corrected. He then moves on in line and awaits to be excorted outside.

E. Final Instructions and Feeding. After the men receive their forms 345 they are grouped in the quadrangle outside the recruitment offices. These groups may vary in size, depending on the order, but are rarely larger than 300 men.

Once an order has been filled or about 300 men have accumulated, the Transportation and Subsistence Supervisor assembles them for final instructions and feeding.

Here the Transportation and Subsistence Supervisor explains the purpose of the Conditional Entry Permit (Form 345), stating that it is not a passport but only a permit to pass the border to be received at the reception center. He then asks if anyone has found an error in the data (sometimes there are errors, either in stamping or typing, and these are corrected on the spot with ink or sent back to the typists.) Then, to be sure all understand where they are going, what they will be paid and what they will be doing, he repeats that part of the orientation lecture.

If the order is for a Texas center to which transportation is furnished, the supervisor explains where the men are to assemble and at what hour. This he does carefully, repeating the place and hour several times. He outlines the route of the trip, train changes, etc., and warns about the behavior expected enroute. Usually at this time he introduces the excert who will be in charge.

If the order is for El Centro or Nogales, the Transportation Supervisor instructs the men as to the meeting place in Hermosillo and explains that there they will be received by an American representative who will furnish transportation and subsistence from that point. He tells them about the

transportation means that are available from Irapuato and about how much money will be needed to cover expenses to Hermosillo. He urges the men to leave on the day of enrollment or at least the following day, stating the number of days within which they must report and emphasizing that their forms 345 are void if they exceed this period.

Finally, he forms the men in line for the distribution of lunches. (picture)

The braceros are formed in two lines for rapid distribution of lunches. Often men who have not been enrolled get into line so the Transportation Supervisor and a helper, if one is available, stand at the head of the lines checking to be sure that each man who passes has a form 345.

As the men receive their lunches they are aligned to be marched outside the military camp by a Gobernacion employee.

V TRANSPORTATION AND SUBSISTENCE

A. Railroad Transportation. Chart "A" (see following page) is a simple diagram prepared for a quick picture of the railroad transportation system for supplying men to El Paso and Eagle Pass from Irapuato. It is drawn roughly to scale, but its principal function is to show clearly the train changes, time spent enroute and distance traveled.

With the reopening of the Center the Acting Center Manager was instructed that all matters concerning transportation were to be dealt directly with the railroad authorities in Irapuato. He contacted the railroad authorities in Mexico City before reporting at the Irapuato Center in regard to the shipment of braceros from that center and to check on the availability of equipment to handle movements. The railroad officials informed him that there was an extreme shortage of rolling-stock, even worse than the previous year, and that it would be impossible to allot special coaches. Moreover, he was told that workers being sent from Irapuato would have to be transported by means of the regular train coaches. Shipments could be authorized for a maximum of 100 daily on each train. (There is a daily train to Ciudad Juarez and also a branch line that makes connections with one train daily for supplying Eagle Pass. See Chart "A".)

Though the Irapuato railroad station is a terminal in the sense that there are two branch lines originating at this point, the yards are small, no extra equipment is kept on hand and only minor repairs can be made. The local authorities have little power to act on their own, and when asked for anything always say Mexico City must be consulted by us.

On May 4th, a standing order was placed for 100 to 200 men daily for the Eagle Pass Reception Center to begin May 6th. The railroad people in Irapuato were contacted but they said they could do nothing for us. The Traffic Manager in Mexico City, Sr. I.R. Malpica, was then called by telephone and he agreed to send four coaches for our use. The length of the trip is such that four coaches would allow us to have one each day available

in Irapuato for 100 men and we could crowd another 75 to 100 on the regular coaches. However, we barely got started, sending three shipments, when orders were canceled because of a severe frost in the Delta States.

This was explained by phone and letter to the Traffic Manager and he seemed to accept it gracefully, saying that when we needed coaches again he must have at least fifteen days' notice. On July 16th, the Center Manager went to Mexico City to see what could be done about handling August and September orders. He was informed there were absolutely no coaches available for bracero use. This was on a Saturday and the following Monday Eagle Pass called for 1,000 men. Despite the pronouncement of two days before, railroad headquarters in Mexico City were called by phone about a special train. The answer was "No". They did not even have one coach available, let alone several, to make up a special train. However, should we want them, they thought they could make up a train with box cars. Because of the distance from Irapuato to the border, this was impracticable and, also, the local Gobernacion representative flatly said "No" to the suggestion. Thus, we were limited to 100 a day for Texas points on the border. One hundred a day to El Paso and 100 to either Eagle Pass or Hidalgo.

B. Bus Transportation. For a short time in 1953, combined bus and train transportation was used for supplying men to Eagle Pass and Reynosa. In March of 1953 a contract was signed with the Autobuses Centrales de Mexico with headquarters in Leon (see Chart "B") to deliver braceros to San Luis Potosi to make connections with Trains #1 and #3. Train #1 is practicable only for supplying Eagle Pass because it arrives in Saltillo at 1:40 a.m. for connections with the one train from Saltillo to Piedras Negras at 8:20 a.m. Train #3 arrives at 4:00 pm. and there is a 16-hour layover in Saltillo. However, both trains may supply Reynosa as there are 8:00 a.m. and 9:40 p.m. trains from Monterrey to Reynosa.

This method was of no use to us this year because the railroads had no coaches to allot us, either directly to Irapuato or in San Luis Potosia

When the offices of Autobuses Centrales de Mexico were contacted in April of this year about the possiblity of using their services again, they said they would be able to provide buses but stipulated they were trying to get permission to raise their rates by one third and thus would be charging more. They were cool toward the idea of taking men to Empalme Escobedo to meet the train (something we approached them about because of the frequency with which Train #228 misses connections with Train #1), asking an 8 peso fare for a daytime trip and 6 pesos for night-time travel--the regular second class bus fare is 3.10 pesos.

Chart "B" (see following page) is taken from a road map to give a picture of possible bus routes for supplying men to Eagle Pass and Hidalgo from Irapuato.

There are no bus lines that originate or have large terminals in Irapuato. However, there is a bus line that headquarters in Guadalajara, Autobuses de los Altos, that has a sub-terminal in Irapuato, and its directors feel that they can supply this station with a service as far as Monterrey.

The directors of this bus line say they will pick up the braceros in Irapuato and carry them to San Luis Potosi, the limit of their franchise. There, they say, the Autobuses Blancos are equipped to take the men on to Monterrey. Once in Monterrey, the Transportation Supervisor there should be able to arrange matters with the Anahuac line for final destination at Piedras Negras or Reynosa. They have quoted a fare of 9 pesos from Irapuato to San Luis Potosi and 30.50 pesos from San Luis Potosi to Monterrey. (As this is written, some bus rates in Mexico are being raised). They seem to feel that they can handle substantial numbers with 24-hours' notice.

This method involves two bus changes, three bus lines and help by the personnel in Monterrey. The route is necessarily somewhat circuitous because of the highway network and especially so for supplying Eagle Pass, because there is only a dry weather road connecting San Luis Potosi and faltiable (see Chart "B"). However, it may be something that can be used in time of need.

VI EVALUATION OF OPERATIONAL FUNCTIONS

The data set forth in the following paragraphs were taken over a period of two days and the averages were the results of several timings.

Exactly four hours were consumed in filling an order of 255 men from the moment the first man was admitted for interviewing until the last man had received his lunch and left the area. This was done with a Labor Department staff of 6 Americans, 2 Immigration inspectors, one doctor, and 3 girl typists.

We feel that it is fairly representative because during the course of the work there were two sligh delays while the military insepctors held up the men and one delay of about 20 minutes when we ran out of men. These are normal occurrences in a day's operation.

U.S.E.S. Interviewing:

With the staff we described above, it is impossible to set down exactly how much time is spent in each phase. When we begin in the morning all of the Americans take part in the interviewing. Then as the men start coming from the doctors, from 2 to 3 are used to place heights and weights on the route slips, hand out forms 345, fingerprint, attach pictures and distribute lunches. In short, with no Mexican expediters, the Americans must fill in at all stations with the exception of the typing. So - at times there will be 5 interviewers, other times no more than 2. We have averaged out a figure that each employee can take care of the careful screening of 34 men per hour.

I. & N.S. Interviewing:

Two immigration men will take care of a run of 500 a day nicely. We have run 1,650 in one day with 3 immigration representatives but it was difficult and could not be sustained over a period of several days. They do not feel that one man can screen more than 250 or 275 braceros a day and do his job properly.

MEdical Examination:

The doctor, when we are not rushed, examines 20 men in a group. He averages 15 minutes on such a group. However, if we are busy he takes them in larger groups and cust the average time spent on each man.

Form 345 and Manifest Typists:

Our girl typists have been with us for three years and they are exceptionally able. From their long experience they are completely familiar with the names of the pueblos in the surrounding areas and there is no hesitation on the difficult spelling. For this reason, the average we have arrived at may not be too representative. Also, we have had stamps made and stamp the forms the day before with the constant data, thus cutting down on the necessary typing. One girl is able to type 72 forms in the space of an hour.

One girl types the manifest lists. Her average is 240 names per hour. When not doing this she helps with typing 345's, attaches pictures, etc.

Feeding Operations:

Only cold lunches are served in Irapuato. The Transportation and Subsistence Supervisor gathers the men in groups of from 200 to 300 after they have been processed. He gives them their final instructions and hands out the lunches. He needs 25 minutes to instruct, feed, and clear the area of groups of 300.

Naturally, the human element presents many variables and the number of men passed in each phase in a certain time may differ widely from one hour to the next. Averages should be taken over several full working days to take into consideration unexpected interruptions and to arrive at a figure over a sustained period of work. However, our figures have been arrived at with care and we believe they present a good picture.

Recapitulation of Evaluation of Operational Functions: Pricessing Step Time Number of Men Processed

U.S.E.S. Interviewer	1	hour	************	34
I. & N.S. Interviewer	1	hour		31*
Medical Examiner	1	hour	*************	80
345 Form Typist	1	hour		72
Manifest List Typist	7	hour		21.0
Feeding Operation	7	home	***************************************	700
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^{*} Immigration Service does not care to do more than this number per hour. However, as mentioned above, an inspector can pass considerably more when there is need.

RECAPITULATION OF CENTER ACTIVITIES DURING 1954 SEASON *

Number of Workers Processed for all Centers 20,247
Workers Processed for El Centro 10,956
Workers Processed for Nogales 6,554
Workers Processed for Eagle Pass 1,468
Workers Processed for El Paso 1,269
Number of Workers Transported to all Centers 2,715 **
Workers Transported to Eagle Pass 1,455
Workers Transported to El Paso 1,260
Total Cost of Transporting Workers \$156,510.75 MN
Total Number of Box Lunches furnished 29,331
Total Cost of Box Lunches
Number of Applicants Examined by Medical Dept 21,237
Total Cost of Medical Examinations \$ 39,119.00 MN ***
Number of Workers Vaccinated 20,247
Total Cost of Vaccinations 7,464.00 MN ***

^{*} Figures include activity up to November 1, 1954.

^{** 22} Workers missed train.

^{***} Contract fee for examining workers raised from \$1.00 peso to \$2.00 pesos on July 1, 1954.

^{****} Contract fee for vaccinating workers raised from 20 centavos to 40 centavos on July 1, 1954.

Transportation. Transportation to Texas reception centers is the big problem at the Irapuato Center. Railroads have been used in the past but at best this service has never been too satisfactory and this year they could take care of only a limited number of men.

Were a plan put in force to supply Hidalgo and Eagle Pass, similar to that used for supplying the El Centro and Nogales Centers, Irapuato could be used to its full capacities.

Such a plan, whereby men enrolled in Irapuato pay their own transportation to the border or assembly point with reimbursement at destination, should be very workable. A flat fee could be given these men. (This would be the price of a second class ticket using the most direct transportation possible.) The additional work-load placed on the reception centers would be offset by the elimination of escorts' salaries, travel expenses and extra feeding resulting from transportation delays.

This method would obviate the necessity of arranging contracts with transportation companies. Where men are allowed to go on their own and choose their own transportation companies are out to get all the business they can and provide the best service possible. Shortly after the fall run began this year to El Centro and Nogales, buses began waiting outside the gate with agents soliciting business. At no time was there a lack of carrier service.